

# Workforce Development Plan



**Winchester**  
City Council

DRAFT  
Workforce Development  
Plan

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# INTRODUCTION

## **BACKGROUND**

The Workforce Plan for Winchester City Council has been compiled in line with the Pay and Workforce Strategy, developed by the Office of the Deputy Prime Minister and the Employer's Organisation. The Plan is based on a model piloted by a partnership of St Albans District Council and Dacorum Council working with the East of England Development Agency.

Key to the development of the Council's Workforce Plan are the following components, which have been developed corporately over the last six months: -

- Training analysis and co-ordination of an organisational training and development programme;
- Business Planning, incorporating Service profiles and action plans;
- Corporate aims and objectives;
- Performance Management Strategy, incorporating staff development review, performance indicators and monitoring;
- Strategy for developing Human Resources.

These components have provided a solid and structured base for approaching Workforce Planning in a systematic way. This base will ensure that the Workforce Plan has commitment from both officers and Members, that the Plan is integrated with other strategies, informs the budget process and meets the corporate aims and objectives. The Workforce Plan is a dynamic document, which will change in line with outside influences including legislation, Government initiatives, customer needs and expectations, internal and external labour supply and demand and the development of corporate aims and objectives. It is proposed that the Workforce Plan should inform the Strategy for developing Human Resources and be implemented as part of the action plan within that Strategy.

The contact point for further information is:

Director of Personnel on 01962 848233, email [agavin@winchester.gov.uk](mailto:agavin@winchester.gov.uk)

## HOW THE INFORMATION WAS COLLECTED

In September 2004, the Corporate Management Team adopted the proposed approach to Workforce Planning. The Plan was to ensure that there were the relevant skills and capacity to meet future demands, by making the link between business strategies and plans for recruitment and retention, staff deployment and training. Essential to this process was consultation with Heads of Service, in order to identify where future changes and developments were likely to have an impact on the workforce.

The Director of Personnel met individually with each Director to discuss Workforce Planning in their Service Area. Discussion centred on the service profiles and workforce monitoring information, the achievement of the corporate priorities and the external and internal drivers for change.

The subject of Workforce Planning was then introduced and debated at the corporate Performance Management Group as part of the review and development of the Business Plan process. This approach was considered essential to ensure commitment to and ownership of the overall Workforce Plan and to encourage debate over the issues. The following questions were discussed and incorporated into the guidance for the development of Business Plans:-

- Given your 5 year set of priorities, as set out in your Service Plan, what do you envisage to be the **main developments and changes for the service** over this period?
- What do you consider to be the **implications of these developments and changes for your workforce**, for example, the need for new types of skills, experience, qualifications, new ways of working, cultural changes, resources, need for greater diversity, to reflect the composition of the community?
- What do you envisage to be the **changes in your current workforce profile** over the next 5 year period, for example future retirements, turnover, career development moves?
- What do you consider to be the **implications of these changes for your workforce** for example, in terms of recruiting and retaining for future needs?

Through the development of the Business Plans Personnel were able to cross reference items across Service areas, for example the need to meet E-government targets, the need for leadership development and succession planning.

## **WHAT THE WORKFORCE GAVE AS FEEDBACK TO THE STAFF ATTITUDE SURVEY**

The Staff Attitude Survey has been running for over 10 years and is conducted annually at the Chief Executive Briefings which traditionally take place in March. The results and trend information for each department, along with a global comparison, are reported to the Chief Executive and the relevant Director and are discussed in management teams and action plans developed where appropriate. The global and trend information are reported to the Personnel Committee.

The survey is designed to allow year on year comparisons and to identify attitudes on issues relevant to a change in the culture of the organisation. It has been one of the main pieces of monitoring information provided to members and Corporate Management Team on the effective management of the people resources of the organisation.

In March 2004, a separate questionnaire was issued alongside the Staff Attitude Survey asking staff to rank their understanding of issues within the Council such as Council priorities, communication, partnerships and leadership and linking questions specifically to key areas of activity.

### **CPA and the Staff Attitude Survey**

The I&DeA commissioned MORI to conduct a survey into understanding the relationship between staff attitudes and organisational success within local government. The aim of the research was to look at the relationship between CPA scores and staff motivation and management within local authorities. The research showed that staff within the most successful councils, ie those with a good or excellent CPA rating, share a common set of characteristics. They have a say in management decisions, use their initiative and creativity and contribute to planning their own work. They are kept well informed of organisational developments and change and are enthusiastic advocates of their authority.

### **Winchester City Council Results**

The MORI survey questioning is split up into the following key areas,

- Overall perception of the authority
- Job satisfaction – both overall and in a number of job factors
- Management style – of line manager and senior manager
- Communication
- Change and the future

Within each of the key areas of questioning a number of areas are highlighted where there are marked differences in response between staff working in an authority assessed as excellent under CPA and those working in an authority assessed as poor. Within each of the areas of questioning there were also a number of factors which showed no real difference between excellent and poor authorities, such as:

- Employees ability to do interesting work and feel that they have accomplished something worthwhile
- Having access to the right training
- An acceptable work load
- (Un)satisfactory basic pay
- Effective, open and approachable line managers
- Job security

Taking the key areas identified under those headings, the results of the Winchester City Council Staff Attitude Survey were compared with the areas identified as important to employees working within an authority ranked under CPA as good or excellent. The results are shown in figure 1.

#### Trend Information

A number of questions were included in the Staff Attitude Survey designed to show trends in staff attitude over time. These areas of questioning are shown in appendix 2. The results indicate a slight improvement in morale and motivation as well as the credibility of management and the direction of the Council.

There has been a decline in other areas such as confidence in the Council, the perception of the Council as a good employer and confidence in the Council, clarity and keeping staff informed about Council decisions. However, although there has been a decline in these areas, the overall percentages in some, particularly those relating to job satisfaction, remain higher than those demonstrated by 'excellent' authorities under the MORI survey.

#### Summary of results

The research undertaken by MORI suggests that the factors identified in figure 1 are key issues for managers who want to improve performance. This is important both in the context of improvement and raising CPA status. The survey raises interesting points relating to job satisfaction and the elements, such as basic pay, training and workload which appear to have no bearing on how well the authority is assessed as performing under the CPA criteria.

The comparison shown in figure 1 indicates that the Council is performing well in many of the key areas identified, with scores comparable with or in some cases higher than those achieved in the MORI survey. However, the comparison does highlight some areas, such as the perception of the Council as an efficient organisation and the issue of communication, where improvements could be made along with the areas in figure 2 where the trend information is indicating a slight decrease.

### Future tasks

The future tasks identified from the outcome of the Staff Attitude Survey are:

- Review and refine questionnaire further to cover key questions linked to the MORI survey and corporate actions identified by Corporate Management Team for improvements.
- Further investigation into reasons behind staff responses to certain questions to clarify what action is required on a Department and Corporate basis.
- Increase the percentage of staff completing the survey.

As a result of the survey, Directors were asked to develop individual department action plans for agreement at the quarterly review meeting with the Chief Executive and feed this back to staff. The results of the survey and the corporate plans were fed back to staff and Personnel Committee

**Comparison**

Figure 1

MORI Question	Staff agreed in excellent authority	Winchester City Council Question	Staff Agreed
<b>Overall perception</b> <ul style="list-style-type: none"> <li>Would speak highly of the authority to people outside of the organisation</li> </ul>	63%	<ul style="list-style-type: none"> <li>I believe that the Council is a caring employer</li> <li>I feel that the Council is an efficient organisation</li> </ul>	63% 46%
<b>Job Satisfaction</b> <ul style="list-style-type: none"> <li>Satisfied with present job</li> <li>Input into job plans</li> <li>Opportunity to show initiative</li> <li>Feedback on performance</li> </ul>	52% 62% 61% 46%	<ul style="list-style-type: none"> <li>I get a lot of job satisfaction from my work</li> <li><i>no direct comparison</i></li> <li>I am encouraged to be innovative in my job</li> <li>I have had an appraisal in the last 12 months</li> </ul>	70% 62% 80%
<b>Line Manager</b> <ul style="list-style-type: none"> <li>Listens to my ideas</li> <li>Consults me on matters where I can contribute</li> </ul>	63% 51%	<ul style="list-style-type: none"> <li>I feel that my manager is prepared to listen to and act on ideas about the way my section could be improved</li> <li><i>no direct comparison</i></li> </ul>	72%
<b>Senior Managers</b> <ul style="list-style-type: none"> <li>There is not enough opportunity for employees to let the authority know how they feel about things that affect them and their work</li> </ul>	4%	<ul style="list-style-type: none"> <li><i>no direct comparison</i></li> </ul>	
<b>Communication</b> <ul style="list-style-type: none"> <li>The authority keeps employees informed</li> </ul>	75%	<ul style="list-style-type: none"> <li>I feel adequately informed about what is happening within the Council</li> </ul>	55%
<b>Change</b> <ul style="list-style-type: none"> <li>Reasons for change are well communicated to me</li> <li>Change is managed well here</li> </ul>	61% 46%	<ul style="list-style-type: none"> <li><i>no direct comparison</i></li> <li><i>no direct comparison</i></li> </ul>	



Trend Information

Figure 2

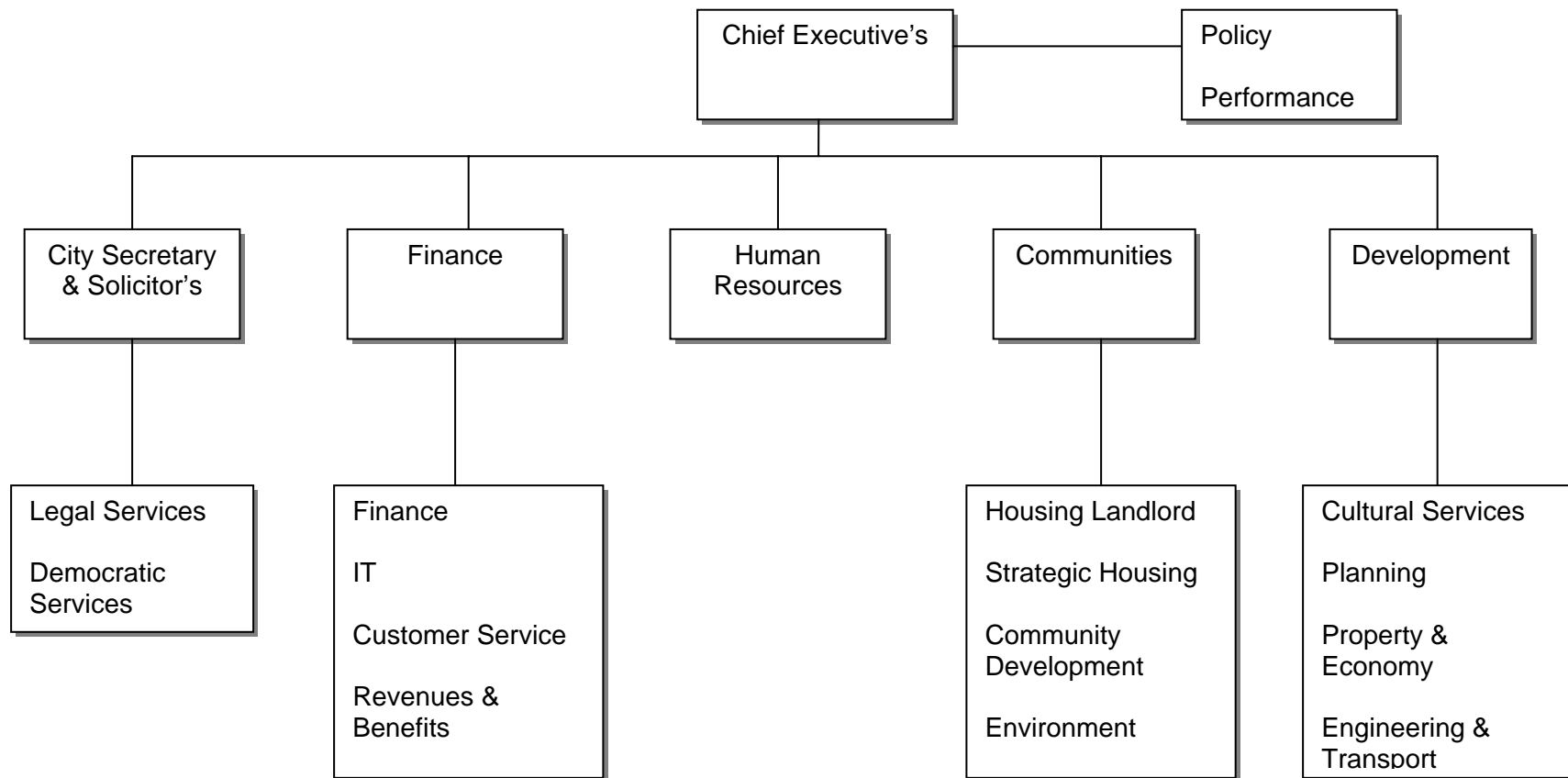
<b>Factor</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
Autonomy	83	87	92	88	77	79	83	85	84
Feeling Valued	74	76	82	63	68	63	71	74	79
General Morale	53	54	58	18	15	23	28	27	31
Personal Morale	67	65	68	60	55	60	59	67	69
Confidence (WCC)	64	66	66	45	46	39	48	62	55
Variety	78	85	87				84	83	83
Good Employer	82	81	81			53	56	67	62
Staff Development	64	72	70	67	65	70	62	67	67
Clarity	76	81	83	64	60	67	71	84	72
Informed (council)	64	66	62			43	63	61	54
Innovation	67	75	73	63	57	64	68	66	61
Increased work pressure			79	60	54	51	56	53	49
Credibility of management	76	80	83			50	54	53	59
Team working	62	68	74	63	64	62	65	74	82
Pride in WCC	52	71	75	42					

Factor	1996	1997	1998	1999	2000	2001	2002	2003	2004
Informed (council decisions)	77	60	56			52	52	58	41
Conditions	71	79	77						57
Motivation	72	69	73	58	52	56	59	59	62
Job satisfaction	38	76	78	59	60	70	69	69	69
Working longer hours			51	41	41	35	52	35	33
Improved morale (generally)	38	36	31			23	28	27	
Direction (council)			52			67	60	68	69
Optimism	41	38	37						
Health initiatives	81	72							

*amounts given are % values*

**WHAT THE PERFORMANCE STATISTICS DEMONSTRATE**

- Winchester City Council employs around 530 staff, around 460 full time equivalents
- Employees work in 6 departments, each led by a Director, as set out in the following organisation chart:-



- The majority of staff are based within the city centre over two sites, City Offices and Avalon House with other staff accommodated in smaller offices located around the city centre. A small number of staff, mainly sheltered housing staff, are based in the community.
- The percentages of male to female staff are approximately 40% to 60% respectively. The greater percentage of female to male staff is reflected through all departments except City Secretary and Solicitors who have a higher percentage of male staff and Development Services where there is an equal proportion of male and female staff. Of the top 5% of earners, 26% are female and 74% are male.
- In terms of age profile, 21% of the staff are over age 55.
- The percentage of the workforce from minority ethnic groups is 1.4% compared to 2.2% economically active ethnic minority population in the District. None of the top 5% earners is from an ethnic minority background.
- The percentage of the workforce who declare that they have a disability is 1.8% compared with 2.4% economically active disabled within the District.
- The number of early retirements as a percentage of the workforce in the year ending March 2005 was 1%. This was considerably higher than in previous years and was as a result of a high level of organisational change during the year. There were no ill health retirements within the same year.
- The average number of working days lost due to sickness absence per employee in the year ending March 2005 was 8.1. This represents a considerable reduction from the previous year's figure of 11.7 days per person and is a result of a planned programme of absence management.
- Turnover for the year ending March 2005 was 13% (anticipated figure). This represents an increase in turnover rate from the previous year ending March 2004 of 10.7%. The most common reason for leaving given during exit interviews was to join the private sector, with appointments within the public sector, voluntary retirements and personal reasons ranked closely behind.

Recruitment in some areas is difficult, particularly in the professional/technical areas of Planning and Environmental Health where there are national employment shortages and competition for experienced staff is high, particularly in the area of Planning where there is considerable development within the private sector. Other professional areas include solicitors and Human Resource Officers which have proved difficult to recruit to. This has increased the use of costly agency workers and consultants in these areas.

**WHAT THE NATIONAL STATISTICS REVEAL (SOURCE 2001 CENSUS)**  
[www.neighbourhood.statistics.gov.uk](http://www.neighbourhood.statistics.gov.uk)

The resident population of Winchester, as measured in the 2001 Census, was 107,222, of which 49% were male and 51% were female.

- The age profile of the Winchester district is broadly in line with the national average although the average age of the Winchester population is slightly higher than the national average.

	Resident population (%)	
	Winchester	England and Wales
Under 16	18.6	20.2
16 to 19	5.6	4.9
20 to 29	11.5	12.6
30 to 59	42.1	41.5
60 to 74	13.7	13.3
75 and over	8.5	7.6
Average age	40.0	38.6

- **Economic Activity in the Winchester District compared to nationally is as follows:**

	Resident population aged 16 to 74 (%)	
	Winchester	England and Wales
Employed	64.7	60.6
Unemployed	1.6	3.4
Economically active full time students	3.9	2.6
Retired	13.7	13.6
Economically inactive students	5.2	4.7
Looking after home/family	6.2	6.5
Permanently sick or disabled	2.4	5.5
Economically inactive	2.2	3.1

Within Winchester, 23% of those unemployed were aged 50 and over, 4% had never worked and 22% were long term unemployed.

- **Students and qualifications compared to the national average are:**

	Students and schoolchildren aged 16 to 74	
	Winchester	England and Wales
Total number of full-time students and schoolchildren aged 16 to 74	7,035	2,648,992
Percentage of total resident population	6.6	5.1
Total number aged 16 to 17	2,362	1,014,284
Total number aged 18 to 74	4,673	1,634,708

Note : Students and schoolchildren were counted at their term-time address.

	Resident population aged 16 to 74 (%)	
	Winchester	England and Wales
Had no qualifications	18.8	29.1
Qualified to degree level or higher	30.2	19.8

- **The ethnic profile of the Winchester District compared to the national profile is:**

	Resident population (percentage)	
	Winchester	England
White	97.8	90.9
of which White Irish	0.7	1.3
Mixed	0.6	1.3
Asian or Asian British	0.7	4.6
Indian	0.4	2.1
Pakistani	0.0	1.4
Bangladeshi	0.2	0.6
Other Asian	0.1	0.5
Black or Black British	0.2	2.1
Caribbean	0.1	1.1
African	0.1	1.0
Other Black	0.0	0.2
Chinese or Other Ethnic Group	0.6	0.9

# WORKFORCE PLAN

The plan is divided into 5 priority areas, identified in the draft Pay and Workforce Strategy (ODPM) as critical to the improvement of local authorities and to improving the delivery of customer focused public services: -

- Developing Leadership Capacity
- Developing the skills and capacity of the workforce
  - Developing the organisation
  - Resourcing local government
    - Pay and Rewards



## **DEVELOPING LEADERSHIP CAPACITY**

- Improving the quality of political and managerial leadership, including developing the capacity of existing teams, planning the development of future leaders, spreading leadership values throughout the organisation and attracting good leaders;
- Providing effective induction, training and development for elected members, including those undertaking executive scrutiny and back bench functions

From draft Pay and Workforce Strategy for Local Government –  
ODPM and EO

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## **DEVELOPING LEADERSHIP CAPACITY**

### **Where do we need to be?**

- Effective leadership at Member and senior management levels;
- Development of leadership across all levels of the authority;
- Leadership which empowers and enables rather than controls;
- Managers who are empowered to manage;
- Managers who are visible and approachable for employees;
- Managers who are decisive;
- Professionals who have developed and who demonstrate general management competencies;
- Managers who work within the corporate framework, whilst having skills to use discretion and exercising flexibility to meet employee's needs;
- Managers who anticipate and are responsive to changing needs and expectations and can plan for and put in place adequate resources;
- Managers who, by example, are smart at communication – they streamline bureaucracy, hold short focused meetings, use verbal communication wherever possible;
- A culture of trust where employees feel safe and supported, in acting on their own judgement.

Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6
To provide affordable homes in safe and pleasant environments for all sections of our community	To create communities which feel safe and further reduce levels of crime and antisocial behaviour in the District	To minimise pollution and waste and to make efficient use of resources	To ensure that everyone can play a full part in the life of their community	To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all	To increase access to cultural and sporting activities
<b><u>How can we get there?</u></b>					
Competency development and career plans to ensure transfer of knowledge on retirement of key staff  Development of leadership skills and competencies within Landlord function	Development of LSP and implementation of Community Strategy		Ensure that Council leaders have developed diversity awareness to ensure all areas of community included	Development of leadership skills for Directors and Heads of Service	Development of a Community approach

**Underpinning Aim**    The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

**How can we get there?**

- Corporate Management Team working as a team
- Explore mentoring system, in partnership with other local authorities, for senior managers
- Explore options for the implementation of a Management Development Programme complemented by Supervisory Programme. Focus on development of management competencies, including: -
  - Ability to motivate employees
  - Responsiveness to changing needs and expectations
  - Ability to identify and anticipate pressure of resources and act speedily to relieve that pressure
  - Communication skills aimed at getting things done rather than on processes
  - Ability to allow employees to use their own judgement and to learn from rather than being penalised for mistakes, whilst maintaining high standards of performance and conduct
  - Ability to meet the needs of individuals, yet keeping within and committed to the corporate framework
  - Ability and commitment to human resource, finance, performance management, project management and other general management skills
  - Ability to resolve issues through face to face communication, with an awareness of time constraints on others and need for smarter, shorter but effective meetings
- Incorporate these management competencies into appraisals for all managers
- Implement work shadowing programme for senior managers to spend time at the front line
- Further develop equalities and diversity awareness training for managers
- Explore 'fast track' programme as part of graduate recruitment programme and for existing employees.

## **DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE**

- Raising the quality of management in key areas such as project and programme management, review and challenge of existing service standards, change management, procurement, partnership working and learning from best practice;
- Achieving a significant increase in the skills of front line and other operational staff including assessing the scope for 'skills pathways' to raise levels of performance and multi-skilling to increase productivity and flexibility.

From draft Pay and Workforce Strategy for Local Government – ODPM and EO

## **DEVELOPING SKILLS AND CAPACITY OF THE WORKFORCE**

### **Where do we need to be?**

- Professionals with the skills to consult and analyse needs of customers;
- Professionals who are multi-skilled and can embrace and demonstrate general management competencies;
- A culture where specialists share their knowledge and learning across boundaries;
- Specialist services which advise and enable;
- High level of IT literacy across the workforce;
- A trained and developed technician/administrative base with clear career development paths;
- A workforce supported through change and uncertainty;
- Employees who are flexible about their job tasks, because adaptability is seen as an opportunity not an imposition;
- Employees skilled in procurement and contract management (nearly 50% of Council spend is through procurement);
- Employees skilled and competent in partnership skills;
- Appraisal of all staff and identification of training and development needs according to corporate aims and objectives and individual needs;

Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6
To provide affordable homes in safe and pleasant environments for all sections of our community	To create communities which feel safe and further reduce levels of crime and antisocial behaviour in the District	To minimise pollution and waste and to make efficient use of resources	To ensure that everyone can play a full part in the life of their community	To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all	To increase access to cultural and sporting activities
<b><u>How can we get there?</u></b>					
<p>Develop skills to support partnership working</p> <p>Development of trainee post within Building Control</p>	<p>Develop knowledge and competencies of staff involved with implementation of Licensing Act and ensure knowledge transfer</p>	<p>Development of competencies and career pathways for EH admin/technician posts</p>	<p>Development of core customer service competencies to support front line staff in Customer Service Centre</p> <p>Development of IT skills to support expansion of e-governance</p>	<p>Further develop DMS system and implement across Council</p> <p>Develop project management skills</p> <p>Development of competencies and career pathways for Planning admin/technician posts</p> <p>Develop shared learning across departments</p> <p>Further development of leadership and management competencies</p>	<p>Development of contract management skills for RPLC</p>

**Underpinning Aim:** The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

**How can we get there?**

- Work with UNISON to ensure change is consulted upon and progress with consensus
- Share skills across authorities through partnership working e.g. current Internal Audit partnership, procurement partnership
- Implement work shadowing scheme and secondments for employees to help develop careers and share learning
- Continue IT learning programme for all employees
- Incorporate a management development programme, competency training in general management, promotional, pro-active and consultative skills
- Establish clear career pathways for administrative and technician employees, to take on more specialist tasks and free up other professionals
- Review and further develop the appraisal scheme, to ensure continuing identification and prioritisation of training needs which: -
  - Meet corporate aims and objectives
  - Encourage career development and progression
  - Are backed by adequate resources
  - Prepare employees, in advance, for new challenges



## **DEVELOPING THE ORGANISATION**

- Identifying successful approaches to managing productivity and performance;
- Creating a high performance people management culture, using quality people management as the foundation for improvement;
- Developing a successful partnership approach to employee relations;
- Creating a more flexible workforce, able to deliver high quality, customer focused services;
- Developing effective partnership working.

From draft Pay and Workforce Strategy for Local Government – ODPM and EO

## **DEVELOPING THE ORGANISATION**

### **Where do we need to be?**

- A performance oriented culture, with a focus on outcomes rather than processes and clarity over expectations;
- A culture where the expectation is that everyone has to perform, good performance is rewarded, poor performance is addressed;
- A culture where employees at all levels are empowered to contribute according to their skills and expertise;
- A culture where performance indicators are used to drive improvement;
- Managers encouraging use of face to face communication to resolve issues speedily;
- Effective team and cascade briefings, with two way communication;
- Recognition of time management and the need for meetings to be shorter and more focused;
- Sound and robust base of policies and procedures, terms and conditions.
- Communication of change as a long term process of improvement;
- Checking the impact of any change both internally and externally in terms of service users and the community.

Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6
<p>To provide affordable homes in safe and pleasant environments for all sections of our community</p>	<p>To create communities which feel safe and further reduce levels of crime and antisocial behaviour in the District</p>	<p>To minimise pollution and waste and to make efficient use of resources</p>	<p>To ensure that everyone can play a full part in the life of their community</p>	<p>To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all</p>	<p>To increase access to cultural and sporting activities</p>
<p><b><u>How can we get there?</u></b></p>					
<p>Support for the implementation of the Community Strategy</p> <p>Development of flexible working practices within Housing and Environmental Health</p> <p>Ensuring that job descriptions and person specifications reflect the need for multi skilling</p> <p>Support the changes within Housing to Housing Options team and separate Landlord function</p>	<p>Development of a communities approach</p>		<p>Development of e-services across the Council</p> <p>Implementation of Customer Service Centre</p>	<p>Development of flexible working practices for professional staff including further expansion of homeworking provisions</p> <p>Implementation of a Development Team approach</p> <p>Development of IT system to support homeworking and other flexible working</p>	<p>Development of Cultural Centre in partnership with HCC</p>

**Underpinning Aim:** The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

**How can we get there?**

- Work with UNISON to develop performance culture
- Develop the project management and performance management skills of employees, not only through training, but also through project working groups across service areas
- Develop a 'can do' approach which can be achieved where employees are empowered to make their own decisions with support and without fear
- Support employees who fall short of performance standards through the capability procedure
- Develop local performance indicators which reflect more effectively local achievement
- Empower employees to ensure effective communication and time management
- Move towards 100% 'e' transactions with each service area identifying areas of progress
- Seek to ensure that managers check work of employees by exception only
- Further review and develop appraisals to incorporate individual action plan, key competencies which may differ according to level, linked to corporate aims and objectives and with clarity over how achievement is measured and assessed
- Review job descriptions and person specifications to reflect the need for multi skilling and changing operational tasks, within a fair grading review scheme and backed by adequate resources
- Extend homeworking and ensure all homeworking is in accordance with corporate homeworking agreement
- Support managers and develop skills in handling flexible working patterns
- Develop IT systems to support flexible working.

## **RESOURCING LOCAL GOVERNMENT**

- Ensuring strategies for recruiting and managing a diverse workforce reflecting the community. Increasing the involvement of under-represented groups at all levels and addressing gender differences in pay and promotion;
- Developing better workforce planning and addressing recruitment and retention issues;
- Improving the supply of skilled people in shortage areas. Finding ways to attract a bigger number of talented young people, including addressing the 'image' of local government among potential recruits.

From draft Pay and Workforce Strategy for Local Government – ODPM and EO

## RESOURCING LOCAL GOVERNMENT

### Where do we need to be?

- A robust, experienced technical/admin base with a career progression programme;
- Links with educational establishments to establish courses linked to professional qualification status and employment of undergraduates on work placements;
- Partnership with adult recruitment agencies to tap into new sources of recruitment, especially young persons, ethnic minorities, retirees, those with care responsibilities;
- Council as an attractive employer focusing on benefits which set it apart from others;
- Clear trainee pathways for school leavers, graduates and older persons, particularly in areas of skill shortage;
- Partnerships with other local authorities to pool recruitment and retention resources;
- 'Growing our own' seen as an investment across local authorities;
- Promotion of key careers in the community to enhance image and prospects;
- Resources which follow priorities and not the other way round;
- A culture which places health and wellbeing of employees as a key objective;
- Managers and service areas setting the example of positive action in promoting diversity;
- A diverse workforce which reflects the community;
- Equality of opportunity not seen in conflict with succession planning, which is about building expertise in the workforce so they can compete on a level playing field.

Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6
<p>To provide affordable homes in safe and pleasant environments for all sections of our community</p>	<p>To create communities which feel safe and further reduce levels of crime and antisocial behaviour in the District</p>	<p>To minimise pollution and waste and to make efficient use of resources</p>	<p>To ensure that everyone can play a full part in the life of their community</p>	<p>To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all</p>	<p>To increase access to cultural and sporting activities</p>
<p><b><u>How can we get there?</u></b></p>					
<p>Development of career pathways for EHO technicians &amp; officers</p> <p>Development of bank of qualified staff</p>	<p>Development of the community warden scheme</p> <p>Support and development of community partnerships</p> <p>Ensuring appropriate staffing to support the implementation of the Licensing Act</p>		<p>Development of the Council's image as 'employer of choice'</p> <p>Participation in careers events seeking to promote professions amongst those choosing careers</p> <p>Development of links with schools and colleges in district to promote Local Government careers</p>	<p>Development of succession planning to ensure knowledge transfer on retirement of key staff</p> <p>Development of career pathways for planning technicians and officers</p> <p>Tap into pool of qualified retired professionals in areas of staff shortage</p> <p>Performance measures and work to ensure sustained levels of productivity to ensure future levels of Planning Delivery Grant</p>	<p>Development of project management skills for RPLC staff</p>

**Underpinning Aim:** The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

**How can we get there?**

- Establish admin/technical career progression scheme
- Explore, with universities, courses which lead towards professional accreditation status and allow work placements during academic year. Apply to areas of key skill shortage e.g. Environmental Health/Planning/Building Control/ and in conjunction with EEDA

(Accountancy firms currently operate such schemes with benefits to employer of able and part qualified undergraduates on work placement at critical times of the year and benefits to undergraduates of remunerated work placements and a course which counts towards professional accreditation).

- Ensure succession of qualified employees, particularly where retirement/turnover is envisaged
- Make links with local schools and colleges to promote local government careers at a time when career decisions are being made
- Tap into 50+ resource of qualified retirees through promotional events and partnership with agencies
- Enhance attractiveness of overall package e.g. relocation and other benefits
- Explore 'cafeteria style' benefits as a recruitment and retention tool
- Explore a 'fast track' career development route for new and existing employees, which provides experience in different areas/disciplines
- Continue to explore partnership with other Local Authorities to participate in 6 month graduate placement as part of national graduate development scheme
- Explore support for carers returning to work e.g. carers allowance, nursery vouchers
- Participate in recruitment fairs in the community



- Enhance the Job Information Pack and website to provide information on key jobs e.g. Day in the life of an Environmental Health Officer
- Enhance induction and exit interview programmes to provide valuable feedback from recruits and leavers
- Encourage the involvement of employees at all levels in corporate and project based working groups, to develop partnership and corporate working skills
- Continue programme of health promotion – Health at Work activities, counselling, occupational health support
- Review and introduce reasonable adjustments for those with a disability.
- Enhance diversity awareness training for managers and Members to challenge views and identify ways of increasing diversity – encouraging a style which shows sensitivity to different groups of employees, their specific needs and work styles
- Establish in advance of Directive, policy and procedure for extended working after retirement age
- Monitor through Corporate Management Team and Scrutiny, performance of each service against Equalities Scheme Action Plans.

## **PAY AND REWARDS**

- Modernising local pay and reward structures to support a high-performance, highly skilled and flexible workforce, with the necessary motivation to deliver improved services;
- Achieving fairness in pay and rewards over time to deliver equal pay between men and women, fairness in relation to job size and transparency in pay and rewards management;
- Identifying the right approach to overall pay levels in local government, given the resources available. Finding ways to increase productivity to support any rise in pay levels in line with those in the wider economy;
- Successfully combine the stability of national pay bargaining with a responsiveness to local and regional labour markets in ways that achieve the cost-effective delivery of quality services

From draft Pay and Workforce Strategy for Local Government – ODPM and EO

## **PAY AND REWARDS**

### **Where do we need to be?**

- Grading Review Scheme which is sound, robust and applied consistently;
- Flexibility within the Scheme to reward acquisition of skills and performance through clear progression steps;
- Reward for good performance which incorporates opportunities for progression and broadening of experience;
- Recruitment and retention tools which are applied consistently across identified groups, both existing and new recruits, transparent to all;
- UNISON and management identifying together opportunities and constraints for higher productivity;
- Recognition that, as local authorities we cannot 'buy our way out' of recruitment and retention problems, given external competition for resources and that retention of employees is crucial;
- Promotion of an overall package which is attractive and which includes both financial and non financial benefits.

Aim 1	Aim 2	Aim 3	Aim 4	Aim 5	Aim 6
<p>To provide affordable homes in safe and pleasant environments for all sections of our community</p>	<p>To create communities which feel safe and further reduce levels of crime and antisocial behaviour in the District</p>	<p>To minimise pollution and waste and to make efficient use of resources</p>	<p>To ensure that everyone can play a full part in the life of their community</p>	<p>To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all</p>	<p>To increase access to cultural and sporting activities</p>
<b>How can we get there?</b>					
<p>Work to support the provision of 'key worker' accommodation</p>		<p>Further development of Travel to Work plan and review of car lease scheme</p> <p>Development of flexible working practices and homeworking to minimise travel into City</p>		<p>Ensure recruitment and retention tools eg market supplements are applied consistently across professional groups</p> <p>Implementation of a Pay &amp; Benefits strategy to promote Council as 'employer of choice' in the District</p>	

**Underpinning Aim:** The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

**How can we get there?**

- Review and apply consistently Job Evaluation scheme.
- Develop greater emphasis on clear career progression steps linked to skills, knowledge and competencies
- Provide greater opportunities for planned secondments and work shadowing as reward for high performance
- Explore cafeteria benefits, so employees can meet their own priorities and needs
- Managers and UNISON identify reasons for low productivity and work jointly to address resource or management issues
- Ensure existing market supplements are reviewed against robust market data and applied consistently, following consultation with UNISON
- Sell the overall package including working environment, job security, flexibility.

## **APPENDICES**

## **WINCHESTER CITY COUNCIL: CORPORATE STRATEGY 2005-2008**

### THE COUNCIL'S AIM AND VALUES

The Community Strategy for this District, developed through the Winchester Local Strategic Partnership, sets out a vision for improving quality of life across the District over the next ten years. As our contribution to delivering this vision, Winchester City Council:

*... wants people to be able to live, work and enjoy life in the District with a real sense of belonging. We will provide leadership for the area and we will work with partners to ensure that services are provided in ways that best meet the needs of the residents, now and in the future.*

The City Council recognises that the way we work and our values as an organisation determines the quality of services we provide. The Council strives to be an organisation which:

- makes our residents top priority
- is guided by strong political leadership
- is financially prudent
- communicates openly and honestly
- constantly improves by learning from others and seeking creative and innovative ways of working
- delivers in partnership
- values diversity and equality of opportunity for all
- acts in a sustainable way and encourages others to do likewise

In delivering the priorities set out in this Strategy, the Council will act according to these values.

## **BETTER SERVICE**

Taking account of the Community Strategy and the vision set by the Council and having considered the current circumstances of the District and the views of citizens, the Council has identified the following as the key service areas on which we will focus over the period of the Corporate Strategy:

### **1. Homes**

To address the longer term aim of providing decent affordable homes for all sectors of our community, over the period of this Strategy we will:

- respond to the housing needs of the District by facilitating the delivery of new housing in the light of Government targets;
- work with Parishes and other public sector bodies to identify suitable sites, including exception sites, for affordable rural housing;
- work with the Housing Forum to address the housing needs of vulnerable elderly people (informed by the Supporting People review of Sheltered Housing) and of the student population;
- by 2010, meet the outcomes dictated by the Housing Options Appraisal so far as the Decent Homes Standard for Council housing is concerned.

### **2. Community Safety**

To create communities that feel safe and further reduce levels of crime and anti-social behaviour in the District, over the period of this Strategy, we will:

- be a vigorous and challenging member of the Community Safety Partnership and fulfil our obligations under the new Community Safety Strategy;
- work with the police and other partners to reduce the incidence of anti-social behaviour;
- provide a neighbourhood warden scheme in Stanmore and Highcliffe and consider extending this as resources allow;
- review the contribution that CCTV is making to community safety and consider the future role of CCTV.

### **3. Green Agenda**

To minimise pollution and waste and to make efficient use of resources, over the period of this Strategy we will:

- significantly reduce landfill, encourage increased re-use and promote recycling;
- promote more sustainable transport in order to reduce congestion and improve air quality, including implementation of the Air Quality Action Plan in partnership with Hampshire County Council;



- increase the number of routes into Winchester where Park & Ride is available and press Hampshire County Council to develop a second Park & Ride site urgently;
- work with partners to increase local communities' pride in the place where they live;
- work with Hampshire County Council to improve the condition and safety of roads and pavements.

#### 4. **Social Inclusion**

To ensure that everyone can play a full part in the life of their community, over the period of this Strategy we will

- work towards the aims set out in the Council's Social Inclusion Strategy
- review the contribution that services provided by our partners are making towards the joint aims agreed in the Community Strategy, Community Safety Strategy and Social Inclusion Strategy.
- take our services and those of other agencies to all our communities.

#### 5. **Economic Prosperity**

To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all, over the period of this Strategy we will:

- create opportunities for start up businesses working with local universities and colleges;
- recognise, support and develop local businesses in Winchester, the market towns and the rural areas of the District.
- revitalise the commercial areas of Winchester, including Winnall Industrial Estate and the Broadway / Friarsgate area.
- develop a vision for the evening economy;
- increase the contribution made to the local economy by a well organised and sustainable range of creative and cultural events and activities.

#### 6. **Cultural and Leisure Opportunities**

To increase access to cultural and sporting activities, over the period of this Strategy, we will:

- encourage healthy lifestyles by promoting use of local facilities and working in partnership with local Primary Care Trusts;
- promote Winchester and District as a centre for culture, education, conferences and tourism;
- develop new ways to provide better public access to heritage services, where possible in partnership with Hampshire County Council and other local organisations;
- invest in projects and partnerships which will provide for the leisure, sporting and cultural interests of young people.

## **WORKING BETTER**

To deliver services efficiently and effectively, the Council must be well managed. In seeking to improve management, we also seek to work according to our agreed values. The Council has identified the following as its key areas in which we will improve corporate management over the period of the Corporate Strategy:

### **7. Aims & Priorities**

We will have in place a robust planning framework to link the vision set out in the Community Strategy and priorities set out in this Corporate Strategy with day-to-day targets and objectives. Over the period of this Strategy we will:

- work with partners on the Local Strategic Partnership to ensure the Community Strategy is regularly reviewed and progress towards the improvements it identifies monitored;
- review the Corporate Strategy annually to ensure it identifies priorities which meet the District's needs;
- develop and maintain a Performance Plan and Departmental Business Plans which provide a basis for identifying improvements to implement this Corporate Strategy and monitor its delivery
- develop and implement a medium term (3-year) Service and Resource Plan

### **8. Performance Management**

We will have in place a robust system for setting targets, monitoring progress against those targets and guiding corrective action where necessary. Over the period of this Strategy we will:

- report the Council's progress in delivering the Corporate Strategy and Business Plan targets on a quarterly basis
- drive continuous service improvement by undertaking an annual programme of reviews, as agreed with Cabinet and Principal Scrutiny Committee
- continue to demonstrate high standards in managing the taxpayers' money - being open to scrutiny, providing services that are efficient and at reasonable cost, avoiding profligacy, maintaining sensible levels of reserves and planning ahead.

### **9. Council Structures and Procedures**

We will have efficient structures and procedures to provide political leadership to the Council and District. We will have effective organisational arrangements and management to deliver continuous service improvement. Over the period of this Strategy we will:

- review annually decision-making structures and procedures to ensure they remain efficient, open and accountable;
- review the Council's arrangements for scrutiny of the Executive to hold Cabinet to account and contribute constructively to policy and service development;
- maintain an overview of staff levels and management to ensure they can deliver the Council's priorities effectively

**10. How We Work**

We will follow work practices which are consistent with our corporate values. Over the period of this Strategy we will:

- improve arrangements for communicating the Council's aims, objectives, policies and performance to Members, staff and the wider community;
- make customer service the key to all we do by seeking to provide services which reflect the needs of our citizens, by improving access to our services and by improving the timeliness and accuracy of advice and information we provide;
- improve working across departments and with external partners to provide joined-up and efficient services
- ensure our staff are well trained and properly resourced to provide excellent services.

**11. Corporate Policy Framework**

The Council has developed a number of key policies which guide its effective management. Over the period of this Strategy we will keep these under review and implement improvements identified in the:

- Corporate Programme for making Council buildings and services more accessible\*;
- Communications Strategy\*;
- Environment Strategy\*;
- Financial Strategy;
- Policies and programmes for enhancing electronic access to services
- Procurement Strategy\*;
- Corporate protocol for project management;
- Risk Management Strategy\*;
- Sustainability Strategy\*;
- Corporate policy for the protection of vulnerable children and young people\*;

\* These strategies are currently in preparation and due to be approved before this Corporate Strategy comes into force from the start of April 2005.

## COMMUNITY SERVICES

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• E-Government agenda, particularly ODPM Priority Outcomes</li> <li>• Winchester Cultural Centre</li> <li>• Community Safety</li> <li>• Community Development</li> <li>• Cultural Consortium</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational structure changes</li> <li>• Retirement of Head of Parks and Recreation and Head of Museums</li> <li>• Customer Service Centre</li> <li>• Refurbishment of RPLC</li> </ul>
WORKFORCE IMPLICATIONS	
<p>E-Government</p> <ul style="list-style-type: none"> <li>• resources to ensure services are e-enabled by 31 December 2005</li> <li>• staff training to manage back office systems</li> </ul> <p>Winchester Cultural Centre</p> <ul style="list-style-type: none"> <li>• staff to work more closely with HCC colleagues</li> <li>• eventual move for staff from HRC to Cultural Centre</li> <li>• possibility of relocating Guildhall Gallery to Cultural Centre</li> </ul> <p>Refurbishment of RPLC</p> <ul style="list-style-type: none"> <li>• lack of in-house expertise in managing a large contract</li> <li>• reliance on specialist skills from consultants</li> </ul> <p>Community Safety</p> <ul style="list-style-type: none"> <li>• increasing emphasis on Community Safety and the resources to meet demands</li> </ul> <p>Cultural Consortium</p> <ul style="list-style-type: none"> <li>• staff resources in setting up cultural consortium</li> </ul>	

#### Community Development

- resources to be able to meet with the number of community sector partnerships

#### Customer Service Centre

- support for the training of CSC staff

#### Organisation Change

- changes to responsibilities for staff
- relocation of staff affected by the reorganisation
- increase in responsibilities for staff
- training for staff with new responsibilities

## CITY SECRETARY AND SOLICITOR'S

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Implementation of Licensing Act (after transitional arrangements)</li> <li>• Freedom of Information Act</li> <li>• Difficulty recruiting solicitors</li> <li>• Gambling Bill</li> <li>• Voluntary Registration of Land</li> <li>• Gershon – national efficiency targets</li> </ul>	<ul style="list-style-type: none"> <li>• Council budget</li> <li>• Customer Service Centre (CSC)</li> <li>• Retirement of Land Charges &amp; Elections Staff (within 5 yrs)</li> <li>• Land Charges computerisation</li> <li>• Flexible working arrangements for committee &amp; legal staff</li> <li>• Use of temporary staff – peaks and troughs of work</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• <b>Implementation of Licensing Act</b> – Decide whether to keep on temporary staff after the transitional arrangements</li> <li>• <b>FOI Act</b> – provision of training for City Secretary and Solicitor's staff and other Council staff; review of resources in light of time spent on function.</li> <li>• <b>Recruitment difficulties</b> – Ensure attractive work packages on offer, including flexible working arrangements. Use temporary staff to cover.</li> <li>• <b>Gambling Bill</b> – Possible need for additional staff if WCC takes over responsibility for gambling issues.</li> <li>• <b>Voluntary registration of land</b> – identified budget to enable continued use of temporary staff.</li> <li>• <b>Gershon/Council budget</b> – Review opportunities for efficiencies</li> <li>• <b>CSC</b> – Possible transfer of posts of CSC, links to “natural wastage” of staff.</li> <li>• <b>Retirement</b> – training of remaining staff to take on roles where appropriate</li> <li>• <b>Land Charges Computerisation</b> – Once in place, fewer staff required – links to staff retiring and use of temporary staff.</li> </ul>	

## FINANCE

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>● E-Government</li> <li>● Government requirements (eg DWP performance standards)</li> <li>● Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>● Agency staff/overtime levels</li> <li>● Corporate initiatives (health and safety; equality and diversity; risk)</li> <li>● Customer service</li> <li>● Part time working</li> <li>● Performance indicators</li> <li>● Re-organisation</li> <li>● Sickness and absence, inc maternity</li> <li>● Succession planning</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>● <b>E-Government</b></li> <li>● Re-structure of Department to provide IT section to focus on and drive e-government programme</li> <li>● <b>Government Requirements</b></li> <li>● Current structures in place to respond</li> <li>● <b>Partnerships</b></li> <li>● Discussions with others as opportunities arise</li> <li>● <b>Agency staff/overtime levels</b></li> <li>● More permanent recruitment achieved; Service Centre Phase 2 planned; linked to absence</li> <li>● <b>Corporate Initiatives</b></li> <li>● No additional staff available; more central support required.</li> <li>● <b>Customer Service</b></li> <li>● General project and Service Centre project commenced; change management issues for all Council staff</li> <li>● <b>Part time working</b></li> <li>● Percentage of productive time reduced; consequent effect on performance</li> </ul>	

- **Re-organisation**
- Change management issues for all staff
- **Sickness and absence**
- High levels in some areas impacting upon performance, other staff and costs (agency and overtime)
- **Succession planning**
- Documented procedures to be reviewed as a number of staff reach retirement age in the next five years



## ENGINEERING SERVICES

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Agency Agreement – Competition for capital schemes with other LAS, LTP2</li> <li>• Workload</li> <li>• Self-funding (income / staffing)</li> <li>• EA standards for STW's</li> </ul>	<ul style="list-style-type: none"> <li>• SLAS</li> <li>• Service EA's across Development Services and across Council</li> <li>• £'s</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• Reorganisation of the department</li> <li>• <b>Agency Agreement</b> – Could lead to additional works that will require further resources which may need to be filled using temporary staff. More cross section working may be needed to resource HCC work where it replaces other lost works within the section e.g. River Maintenance.</li> <li>• <b>Workload</b> – Any decrease in work load could result in the need to consider staffing levels unless alternative sources of work can be found.</li> <li>• <b>Self Funding</b> – A number of tasks/duties/meetings etc are carried out/attended to fulfil corporate duties which require funding to reduce management overheads thus allowing for the section to maintain its self-sufficient funding.</li> <li>• <b>EA Standards</b> - Changes or a tightening of EA Standards may result in the need for more funding and staff input into maintaining the Authorities STW.</li> </ul>	

## BUILDING CONTROL

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Part 'P' Building Reg changes</li> <li>• Move complex Regs / Legislative changes</li> <li>• Skills / workforce shortages</li> <li>• Competition for business</li> <li>• Changes to national fee structure</li> <li>• Workload (knowledge of extent....)</li> </ul>	<ul style="list-style-type: none"> <li>• Temp / Agency Surveyors</li> <li>• Accommodation for growth staff</li> <li>• Changes in working hours / practices (e.g. Flexi)</li> <li>• Retirements 1 in Building Control)</li> <li>• [CSC]</li> <li>• 2/3 staff (admin support)</li> <li>• Development team approach</li> <li>• Reorganisation</li> <li>• Adding roles</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• Reorganisation of the department</li> <li>• Demotivation of staff, moving of Building Control down Council hierarchy</li> <li>• BC is not a Planning function</li> <li>• Lack of flexibility, ability to partner</li> <li>• Perception outside of the council of Building Control becoming a planning function therefore we lose more work to AI's costing the council more and threatening our competitiveness.</li> <li>• Increased and more complex workload requiring higher skill levels and more time/use of consultants</li> <li>• Taking away Surveyors from Statutory duties</li> </ul> <p>Conclusion</p> <p>There is a good possibility that there will have to be an increase in staff levels in Building Control</p>	

## HOUSING GENERAL FUND

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Changing Government legislation</li> <li>• Sub-regional working</li> <li>• Availability of capital funding</li> <li>• Demographic changes</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of capital resources</li> <li>• Appropriate levels of trained staff</li> <li>• Corporate restructuring</li> <li>• Departmental restructuring</li> <li>• Revenue resources</li> <li>• Developing Corporate Strategies including e-enabled systems</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• Training. Professional training to meet new legislation. Management training to meet the new corporate/departmental restructuring. Any other on the job training required to meet Business Needs</li> <li>• Capability to respond to the changing environment of competition for capital funding from Central/Regional Government</li> <li>• Directly with the department the key corporate priorities can with a few exceptions be met within existing staff resources. Any specific areas requiring additional resources would be the subject of individual detailed reports to cabinet. In addition there is a very significant input from several other professions within the council including planning, legal, estates and finance</li> <li>• With opportunities for expansion and diversification arising from new technology there may be requirements to review staffing levels and appropriate training to provide the revamped service</li> </ul>	

## HEALTH

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• New legal responsibilities and duties on anti-social behaviour, animal welfare, clean neighbourhoods</li> <li>• Need to meet Government targets such as increased recycling rates</li> <li>• Changes to existing health responsibilities including food safety procedures</li> <li>• New approaches to health &amp; safety enforcement</li> <li>• Need to meet CPD requirements</li> <li>• Impact of new Licensing regime on existing workloads and need to respond to consultations within set timescales.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of corporate protocols on risk management, Customer Service Centre, Project Management etc</li> <li>• Corporate re-organisation and changes to structures including inclusion of grounds maintenance function within Division</li> <li>• Staff approaching retirement age</li> <li>• Increasing frequency of maternity leave absences</li> <li>• Limited resources to meet statutory inspection programmes</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• Ongoing CPD training programme</li> <li>• Short – term duration internal training programmes on corporate issues</li> <li>• Support for training of CSC staff within department</li> <li>• Use of existing staff to provide expertise on Licensing applications linked with short term secondments and backfilling of posts with temporary staff</li> <li>• Ad hoc training on newly emerging responsibilities</li> <li>• Need for succession planning and training/development of replacement</li> <li>• Flexible approach to staffing including part-time working, working from home and fixed term contracts</li> <li>• Potential increases in staff resources to meet new work areas or expanded priorities</li> </ul>	

## HUMAN RESOURCES

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>● Changes in legislation</li> <li>● Change in Government</li> <li>● Shortage of skilled and experienced staff</li> </ul>	<ul style="list-style-type: none"> <li>● Staff changes/maternity cover</li> <li>● Organisational changes</li> <li>● Career development</li> <li>● Change in departmental focus</li> <li>● Changes in roles</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>● Make use of internal development opportunities to cover for short term staff shortages ie maternity cover, and use as career development opportunities for more junior staff.</li> <li>● Continued involvement in corporate decision making process and corporate projects.</li> <li>● Develop senior staff in workforce planning and organisation development projects and develop staff ability to balance a need for pro-active strategy development work at a corporate level with a reactive demand led support service.</li> <li>● Skills development of operational staff.</li> <li>● Knowledge management and succession planning.</li> <li>● Continuous professional development</li> </ul>	

## CHIEF EXECUTIVE

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>● Continued development of Government agenda for Local Government</li> <li>● Civil Contingencies Bill</li> <li>● PUSH and other strategic planning issues</li> <li>● CPA, follow up to first and preparation for next</li> <li>● Local Strategic Partnership and development of partnership working</li> <li>● Local Elections (May 2006)</li> <li>● Gershon Efficiency Review and Government's response</li> </ul>	<ul style="list-style-type: none"> <li>● Working with a minority administration</li> <li>● Changes to structures and roles within Department</li> <li>● Proposed organisational structural changes within Council</li> <li>● Increase role of scrutiny</li> <li>● Growing procurement involvement</li> <li>● Increased partnership working</li> <li>● Informing and influencing role</li> <li>● Pressure for e-governance</li> <li>● Developing approach to communications</li> <li>● Increasing pressure to reduce budgets</li> <li>● One post currently vacant; one filled on short term contract</li> <li>● Shared Procurement Officer – exploring new ways of working</li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>● Team building required</li> <li>● Review of communications team – increased skill base</li> <li>● Develop stronger informing and influencing role</li> <li>● Develop knowledge base and awareness throughout team</li> <li>● Develop understanding of new ways of working</li> </ul>	